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Since joining Dial almost a decade ago, VanBibber has contributed to the company's reinvention of its Winning In Store Strategy, resulting in streamlined processes, faster lead times and better branding. A 2009 Shopper Marketing Hall of Fame honoree, VanBibber wrote the RFPs for the landmark shopper marketing studies produced by the GMA, Booz and Deloitte Consulting.

*Another in a continuing series of industry dialogs.*

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**Winning In Store has been your mantra for the past several years. What are the primary tenets of the Henkel approach?**  
Most manufacturers struggle to be responsive because they have to go through different departments and functions to pull together an in-store solution for retailers. Henkel is a very lean operator that may not have as many resources as some of our competitors, but we've become known as a company that can provide customized solutions quicker than just about anyone else. Our vision was to build around a one-stop-shop solution, driven by our "Winning In-Store" team, that's fast, flexible and focused. Essentially, we've taken all of the complexities and functions of a large company and compressed them into a smaller group. By having one team that actually "owns" everything, we're faster and campaign solutions become much easier to provide. We can turn around a run of 25,000 displays in 4-6 weeks, whereas it used to take us 12-14 weeks.

**What changes did you need to make from an external resource perspective?**

Prior to "Winning In-Store," we used 17 vendors from all over the United States. Every function had different third parties involved; they briefed differently; they created materials differently. There's already a lot of complexity involved in getting scaled mass around any in-store opportunity, and multiple vendors just made it harder.

So when we organized around the "Winning In-Store" team, we decided to work with just one third-party partner, RockTenn. One of the reasons we chose RockTenn is they have this creative, customized solution offering that is rooted in insights, and it helps to get us a seat at the table with the retailer. If you visited us, you wouldn't know who was RockTenn and who was Henkel, which is pretty amazing in such a short period of time. [Nine RockTenn employees sit on Henkel's "Winning In-Store" team.]

**What have been your most significant internal challenges to execute?**

We have a lot of different functions represented on the team, and sometimes they have different objectives. For example,

supply chain is judged every quarter on how low they keep inventory levels. But if you want to win in the marketplace, we may need to keep extra inventory on hand. An 11th-hour phone call may come in with an opportunity from a major chain. If we only looked at things through the lens of inventory management objectives, we'd have to pass.

Sometimes, there are opportunities for incremental business in a channel that also tends to be margin dilutive. Sales wants the extra orders; brand typically worries about the bottom line. What do we want to chase, and what is the true measure of success? At the end of the day, it's smart to have healthy debate and tension. It's painful, sometimes, but usually, we wind up somewhere in the middle, which is probably where you need to be.

**Which programs are you the most proud of?**

When you talk about the Health & Wellness platform, retailers naturally gravitate to the food and pharmacy categories. But we believe that Health & Wellness is a much broader emotional platform for people to connect to, and that it can relate to non-food and beauty products. Our "Henkel Helps Kids Get Fit" campaign was centered around renewing kids' interest in activity, and that involves products like laundry detergent, deodorant and body wash. Over the past few years, the program really has evolved, especially during the "Back to School" season, and we're feeling that now it has a lot of credibility.

**What has to happen from an industry perspective to make Shopper Marketing successful?**

The nut we need to crack is how to measure, in a uniform way, the various opportunities that are out there. The traditional brand marketer measures an on-the-air campaign for reach, new impressions, trial, and so on. But when we take that very same creative concept (i.e., a commercial) and go in-store with it, the metrics we're evaluated by suddenly change: "How many cases did you get on the display?" and so on. We need a new marketing mix analysis with guidelines on how each element, including new media and new ways to reach shoppers, should be measured and weighed.